

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Micrographics Consolidation

DD/A Registry

82-0178/7

FROM:

EO/DDA  
7D-18 Hqs.

EXTENSION

NO.

DATE

8 February 1982

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/P&PD/OL  
154 P&PD Bldg.

2.

3.

015/RMD/ITB  
1230 AmesBld

4.

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15.

The attached memos are being provided per our conversation of last week. Please prepare a recommendation to the DDA that the study of micrographics consolidation not be done.

Atts

DDA 82-0178/6

DDA 82-0178/5

DDA 82-0178/4

DDA 82-0178/3

DDA 82-0178 2

SUSPENSE TO DDA: 22 Feb 82

82-0178/10

2 FEB 1982

MEMORANDUM FOR: Deputy Director for Administration

FROM : R.L. Hineman  
Associate Deputy Director for Intelligence

SUBJECT : Micrographics Consolidation

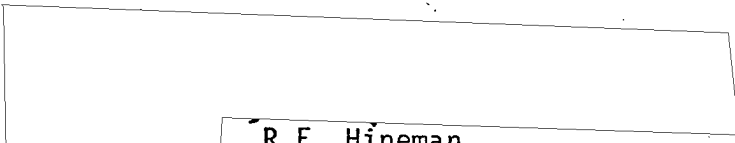
REFERENCE : (a) Memo for EXCOM from Director, DCI/DDCI Executive Staff, dtd 21 Dec 1981, Subject: Minutes of the 14 December 1981 EXCOM Meeting: CORE Recommendations (EXCOM 81-9056)  
(b) Your Memo dtd 26 January 1982, Same Subject

1. I strongly recommend that you contact the Executive Director about calling off the micrographics consolidation study mentioned in your recent memorandum. This same question has been examined extensively by intra-Agency groups several times previously and has already been found to be a non-starter.

2. In addition to the negative findings in the previous studies, there is a new condition that makes consolidation even less feasible, namely the introduction of the ADSTAR system in OCR and in DO/IMS. ADSTAR is an integrated system in which the input cameras, the storage devices and the retrieval stations are all connected to a single minicomputer. There is no logical way that different parts of the system can be managed by separate organizational entities.

3. The people that operate the ADSTAR microfilm cameras in OCR are part of the Document Services Division. If these people have any spare time, they are diverted to other Document Services functions. I do not see, therefore, that any consolidation within the DDA would provide either savings or a rational way of managing these functions.

4. A study at this time will divert resources needed to implement the ADSTAR system in OCR and will only corroborate previous findings.

  
R.E. Hineman

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cc: Executive Director  
DDO~~Administrative - Internal Use Only~~

NFAC 8370-8

## Executive Committee Members

Robert M. Gates  
Director, DCI/DDCI Executive Staff

SUBJECT: Minutes of the 14 December 1981 Executive Committee Meeting: CORE Recommendations

1. The Executive Committee met on 14 December 1981 to review nine recommendations of the Agency's Cost Reduction and Efficiency (CORE) Committee. Admiral Inman chaired the session; participants included Messrs. Fitzwater (DDA), Stein (DDO), Hineman (DD/NFAC), Taylor (ADDS&T), Lipton (Comptroller), Briggs (IG), Sporkin (GC), Gates (D/OPP), and several DDA representatives. [redacted]
2. Mr. Lipton reviewed the background of the CORE exercise. [redacted] DD/OL) then amplified the nine recommendations (see attachment). [redacted] in response to a DDCI question, [redacted] (OC) said that accelerating the secure voice program (Recommendation 1) would not improve secure communications with other intelligence community components. Admiral Inman noted that he considered such improvement his first priority in this area. The DDCI also asked for clarification of Recommendation 9 on commuted rate travel for TDYs. [redacted] explained this might result in spending more on travel but could save accounting costs. Admiral Inman then requested members' views on the recommendations. [redacted]
3. Mr. Stein opposed consolidating micrographics (Recommendation 4) on security grounds. He noted the need to ensure that employees were not hurt financially if commuted rate travel were adopted. He also questioned where the funds required to implement the recommendations could be obtained given the number of priority unfunded requirements. Mr. Gates expressed similar concerns, deferring to the Deputy Directors who would have to absorb the costs. Mr. Briggs alluded to the long history of the concept of consolidating micrographics and said that he thought it could be done. He also noted that the Information Handling Systems Architect (IHSA) should be kept informed of developments in this area. Regarding the "Blue Blazer" Protective Force (Recommendation 8), Mr. Briggs observed that a recent inspection of the Office of Security surfaced more than just cost problems with the security guard force. [redacted]
4. Mr. Lipton opined that the Agency could not afford to accelerate the secure voice program at this time. He favored procuring the new printing equipment (Recommendation 3) if possible, which might free up slots to shift to internal TEMPEST testing (Recommendation 2). He endorsed the remaining recommendations. Mr. Hineman explained that NFAC opposed consolidating micrographics because the \$8 million-ADSTAR system was about to become operational. He also noted that NFAC needed to control its geographic equipment (Recommendation 5), which supports intelligence production. He, Mr. Taylor, and Mr. Fitzwater echoed earlier remarks on the stringent budget picture. Mr. Fitzwater also said that he endorsed the recommendations presented, but did not think they represented a strong response to the DCI's charge. [redacted]

~~CONFIDENTIAL~~

Admiral Inman noted that he was not surprised at the results, given the drawdown in Agency resources over the last 10 years. Under the circumstances, he concluded that the committee had done well. He suggested that the Comptroller continue the CORE effort as the Agency begins to build its FY-1984 program, looking for areas where substantial investments might free financial and human resources in the out years. As general guidance, he requested members to avoid relying on reprogramming to solve future resource problems and called instead for more long-term planning and discipline. He also noted his belief that common user services can and should work, and the security concerns of DDO in the micrographics case should be able to be accommodated in a consolidated arrangement. [redacted]

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6. The DDCI then reached the following decisions on the specific recommendations:

- Recommendation 1 (secure voice) was not approved, and improving secure communications with outside agencies is to be considered a priority.
- Recommendations 2 and 3 were approved, subject to the availability of funds.
- ~~The CORE is to take another look at Recommendation 4 to determine how micrographics could be consolidated and accommodate NFAC and DDO concerns. CORE should touch base with the IHSA in doing so and report its findings by 15 March~~ \*
- Recommendations 5, 6 and 9 were approved.
- DDA is expected to implement Recommendation 7 when it can by using advanced planning.
- A decision on Recommendation 8 will be postponed, pending DDCI review of the Inspection Report on the Office of Security. [redacted]

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7. The meeting was then adjourned. [redacted]

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[redacted]  
Robert M. Gates

Attachment:  
CORE Recommendations

\* C/SS9  
Adm

..-9056

Distribution:

- 1 - DCI
- 1 - DDCI
- 1 - D/NFAC
- 1 - DDO
- 1 - DDA
- 1 - DDS&T
- 1 - Comptroller
- 1 - IG
- 1 - GC
- 1 - D/OPP
- 1 - EXCOM Chrono
- 1 - EXCOM DDA File
- 1 - ER via ES
- 1 - DD/OL
- 1 - EXCOM Minutes File

STAT

**Page Denied**

26 JAN 1982

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Micrographics Consolidation

REFERENCE: Memo for EXCOM from Director, DCI/DDCI Executive Staff, dtd 21 Dec 1981, Subject: Minutes of the 14 December 1981 EXCOM Meeting: CORE Recommendations (EXCOM 81-9056)

1. Recommendation 4 from the Agency Cost Reduction and Efficiency (CORE) briefing to the Executive Committee (EXCOM) on 14 December called for the consolidation of the Agency micrographics facilities. The EXCOM did not concur in the recommendation, but asked the CORE Working Group to study the issue further to determine how micrographics could be consolidated to accommodate the concerns of the involved components. The EXCOM also asked that during the study the Information Handling Systems Architect (IHSA) be kept advised. The CORE Working Group is to report its findings to the Committee by 15 March 1982.

2. In order to comply with the EXCOM request that the micrographics consolidation issue be studied further, it is necessary that a task group be established. The task group should address the following issues:

a. Current resources (personnel, space, equipment, etc.) and production requirements of the individual component micrographics facilities.

b. Redundant services that could be provided in a consolidated facility.

c. Planned expansion in, or decrease of, component micrographics services.

d. Savings (if any) in personnel, space, equipment, and operating costs that can be derived by consolidation.

Micrographics Consolidation

- e. Impact of consolidation on customer service.
- f. Impact of consolidation on existing component micrographics systems.
- g. Impact of consolidation on micrographics personnel career development.
- h. Any other items identified and agreed to by task group members.

3. If there are no objections from the components involved, it is requested that a task group be established under Office of Logistics (OL) chairmanship. I have nominated [redacted] who has recently been designated Chief, Printing and Photography Division, OL (P&PD/OL), to chair the group. In addition to [redacted] P&PD/OL, and [redacted] Office of Information Services, will represent the Directorate of Administration. STAT

4. It is requested that each directorate nominate a representative to the task group. The names of the nominees should be provided to [redacted] by 29 January 1982. Any questions concerning this memorandum or the task group should also be directed to him. He can be reached on extension 4111. STAT

[redacted]  
Harry E. Fitzwater

cc: IHSA  
C/P&PD/OL [redacted]  
[redacted] P&PD/OL  
OIS



82-0178/5

DDS&T-487-82  
29 January 1982

MEMORANDUM FOR: Deputy Director for Administration  
FROM: Leslie C. Dirks  
Deputy Director for Science and Technology  
SUBJECT: Micrographics Consolidation  
REFERENCE: DD/A Memorandum dated 26 January 1982,  
Same subject (DD/A 82-0178/1)

1. [REDACTED], DDS&T Records Management Officer,  
is selected to serve as the Directorate representative to the  
referent micrographics consolidation task group.

2. [REDACTED] is located in Room 6E45 Headquarters and  
can be reached on extension [REDACTED].

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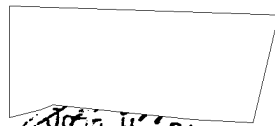
UNCLASSIFIED  
CENTRAL INTELLIGENCE AGENCY  
Deputy Director for Operations

100-082-0321/4

1 February 1982

NOTE FOR: Deputy Director for  
Administration

A famous philosopher once said that there are numerous ways of expressing the same sentiment. To prove my point I forward three ways of saying that I think another task force to study the consolidation of micrographics is a bad idea.



John H. Stein

Attachments:  
Three memos on  
Micrographics  
Consolidation

UNCLASSIFIED



STAT

MEMORANDUM FOR: Deputy Director for Administration

FROM: John H. Stein  
Deputy Director for Operations

SUBJECT: Micrographics Consolidation

REFERENCE: Memo for DDI, DDO, DDS&T from DDA, dtd  
26 Jan 1982, Subject: Micrographics  
Consolidation

1. We do indeed object to the establishment of yet another task force to study the micrographics consolidation issue - a cause which has been repeatedly championed in recent years by the DDA's Office of Information Services and Office of Logistics (where consolidation would occur). Whenever this issue has benefitted from inter-directorate examination, the same conclusion has been reached: that savings forecasts are dubious at best and that the price of lost responsiveness to directorate priorities would be high.

2. The specific points in your paragraph 2 were all addressed in an exhaustive 1978 study. They were addressed by another inter-directorate group last year, whose work was aborted, its opinions disregarded, when the OL position alone was suddenly passed to CORE. Misled into believing that savings were an undisputed prospect, CORE brought the OL "facts and figures" to the EXCOM, which acted as it did on the basis of an incomplete presentation of the situation.

3. As far as the DO is concerned, the issue is closed. There is no way that consolidation can accommodate the compartmentation we require. There are numerous other well-documented reasons why consolidation would be highly prejudicial to the Agency's successful micrographics efforts, while it would not really save any money. These go far beyond the implied parochial concerns.

4. We should drop this issue and resolve not to raise it again unless circumstances should change considerably. As this stand, a new task group's conclusion cannot help but agree with

good sense of past conclusions. If the EXCOM really wants to pursue this matter, which I believe it should not, we need do no more than present the most recent inter-directorate findings.

5. I submit that a good way to save money in this area is to allow our micrographics people to get on with their jobs, without further harassment and demoralization, and spare would-be task-group nominees a complete waste of time. Their efforts, too, would undoubtedly be ignored a year or so from now if they failed to satisfy the few who keep raising this issue.

STAT



John H. Stein

82-0321/2

DD/A Registry

82-0178/3

MEMORANDUM FOR: Deputy Director for Administration

FROM: John H. Stein  
Deputy Director for Operations

SUBJECT: Micrographics Consolidation

REFERENCE: Memo for DDI, DDO, DDS&T from DDA, dtd  
26 Jan 1982, Subject: Micrographics  
Consolidation

1. We object to the establishment of yet another task force to study the micrographics consolidation issue. This issue has been studied to death in recent years by inter-directorate groups, which have always reached the same conclusion: that no money would really be saved and that service would be degraded.

2. CORE and the EXCOM acted, quite frankly, on the basis of improper staff work that completely disregarded the opinions of the latest (1981) inter-directorate task group, as well as those of past groups.

3. As far as the DO is concerned, the issue is closed. There is no way that consolidation can accommodate the compartmentation and responsiveness that we require.

4. Let's drop this issue! A new task group's conclusion cannot help but agree with the good sense of past conclusions, which are thoroughly documented. And you can be sure that its conclusion, too, would be equally ignored one or two years from now.

STAT

John H. Stein

DD/A Registr

82-0175/2

MEMORANDUM FOR: Deputy Director for Administration

FROM: John H. Stein  
Deputy Director for Operations

SUBJECT: Micrographics Consolidation

REFERENCE: Memo for DDI, DDO, DDS&T from DDA, dtd  
26 Jan 1982, Subject: Micrographics  
Consolidation

Another task force to study micrographics consolidation? No! We object! This issue has been studied to death, most recently by inter-directorate task groups in 1978 and 1981. Consolidation has repeatedly been rejected as a bad idea. CORE and the EXCOM were misled to believe that savings would occur. For us, the issue is closed. Let's get on with our real work.

STAT

John H. Stein